THE U.F.A.

OFFICIAL ORGAN OF

THE UNITED FARMERS of ALBERTA

Vol. II. CALGARY, ALBERTA, JUNE 15th, 1928. No. 11

A Plan of Co-operative Marketing for Alberta

By W. J. Jackman, Chairman U. F. A. Marketing Committee

At the last Annual Convention a resolution was passed requesting the Executive Committee to present to the Locals for consideration some co-operative system for the marketing of all farm produce.

Following the Convention, the Executive appointed a Marketing Committee, with sub-committees on Grain Marketing, Meat and Livestock Marketing and Co-operative Marketing.

Owing to the lack of funds, it has not been possible for the committees to be called together; but a great deal of anxious thought has been given to the subject of co-operative marketing by some of the members. And recently the writer, as chairman of the general committee, and Mr. S. Lunn, the chairman of the co-operative sub-committee, spent a day in conference, with a view to placing something before the members for consideration and criticism, in order that when the committees get together during the meeting of the Central Board in July there may be something definite available as a basis for action.

The suggestions made in this article are the result of the co-ordination of the ideas of Mr Lunn and the writer. They are entirely personal, and in no sense official.

W. J. JACKMAN

THE PRESENT SITUATION

The fact that there are about fifty U. F. A. District Associations engaged in trading activities at the present time, and that their number is being constantly augmented, not to mention the numerous letters and enquiries received by the writer and Mr. Lunn, is evidence of the general desire of the farmers to undertake the marketing of their produce on a co-operative basis. Many of these District Associations are doing good work, but their efforts are largely futile, as their scope is far too small. Moreover, they are handicapped by the fact that, lacking co-operation between the associations in disposing of the produce committed to them by their members, they are in competition with each other as well as with the private trader.

One of the basic principles of co-operative marketing is that control of the product must be retained until it reaches as nearly as possible the ultimate consumer. This is obviously impossible with fifty or more small organizations all working independently of each other and necessarily more or less in competition.

These existing associations can very well be absorbed into a Province-wide organization, however, and used as the nucleus for a really effective marketing medium. Such semi-co-operative organizations as the Alberta Government Egg and Poultry Service, some of the creameries, grain and stock marketing companies, etc., might also be reorganized and taken over.

THE U. F. A.'S POSITION

Although the U. F. A. can be used for the purpose of launching the trading association, it is the opinion of the writer that it would be very undesirable that membership in the trading association should be confined to U. F. A. members. To be effective the association must control the greatest possible volume of each line of products handled. It is unfortunately true that many Alberta farmers are not members of the U. F. A. at the present moment, and any attempt to force them into it in order that they might participate in the trading association would only have the effect of injuring both organizations. A better policy will be to get them into the trading association and trust that the resultant benefits will draw them into the parent association later.

THE PLAN

An essential feature of co-operative marketing is that the organization shall be upon a commodity basis. There should be a separate medium handling each separate product, or at any rate handling only such products as are similar in nature and pass through the same channels on their way to the consumer. Hogs and eggs, for example, could not with advantage be grouped together, although wheat and oats might.

In a Province such as ours, however, with our small and relatively scattered rural communities, and with the majority of our farmers handling a great variety of products, a separate marketing association for each product is out of the question. It is proposed, therefore, that there be only one association formed at the present time, and that that association be divided into [illegible] departments handling respectively:

1. Grains.
2. Livestock and dressed meats.
3. Dairy produce, poultry and eggs.
4. Hay, potatoes, vegetables, etc.

The association should be a non-profit making, co-operative association, incorporated under a special Act, in the absence of any legislation at the present time which just fits the requirements. The gathering in of produce would be done by branches of the parent organization, formed wherever local opinion favored such action, preferably in districts tributary to common shipping points.

The mapping out of the Province into districts suitable for the formation of branches would be a scientific way of planning this part of the work. But such a plan would almost surely find itself in conflict with local sentiment, and community of interests rather than geographical location would be a far safer guide in the formation of the branches.

MANAGEMENT

These branches should be grouped together into district associations, somewhat along the lines of the U. F. A. Constituency Associations, which would meet periodically. The branches would send, say, two representatives to meetings of the district associations. The district associations would elect representatives to the board which would be required for the government of the main body and this central board would appoint an executive committee for the control of each

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EDITORIAL

With this number "The U.F.A." publishes an eight-page supplement containing the address in which Aaron Sapiro recently outlined the history of the Burley Tobacco Growers' Association, to a gathering of business men at the Minneapolis Chamber of Commerce. President Wood contributes a foreword to this Co-operative Marketing Supplement.

Mr. Sapiro confines himself almost entirely to the subject upon which he is a recognized authority of high standing—the collective sale of agricultural products through associations organized on the commodity basis—and the information which he gives on this particular subject is of vital interest to all Alberta farmers.

Walton H. Peteet, Director of Co-operative Marketing of the American Farm Bureau Federation, describes briefly the principles which have been observed by successful commodity marketing associations in the United States.

* * *

In the article on co-operative marketing by Mr. Jackman, the Chairman of the U.F.A. Marketing Committee, published in this issue, the writer advances certain definite proposals which will be closely studied by the membership of the Association throughout the Province.

* * *

Speaking before the Ottawa Board of Trade, Premier Greenfield stated recently that the 1922 crop of Alberta, valued at $82,795,000, would have been worth $171,000,000 if it had been produced in the Province of Quebec. Transportation charges are mainly responsible for the difference.

Premier Greenfield's figures illustrate, among other things, the necessity for the opening up of the Western route, and for the lowering of freight rates through the mountains. The development of the Western route should be considered from the standpoints of the primary producers and consumers. As the new route is developed vigilance will be needed to prevent the monopolization of its advantages. The benefits of the new route should accrue to producers and the public as a whole.

* * *

The Morning Albertan, which advises the farmers to eliminate "the economic group taint" from their organization, has itself found the political party system undemocratic, inefficient and unworkable, and has been compelled in practice to abandon it. Can the Albertan offer any new basis for organization which is not in reality a return to the system which has been rejected? Can it offer any alternative, other than a return to the party system which has in the past wrecked every farmers' organization in North America?

* * *

According to information presented in the British House of Commons recently, the French Government, which declares its inability to pay war debts, has loaned 400,000,000 francs to Poland and more than 100,000,000 francs to Yugo-Slavia, all of this money to be spent on armaments. Under the direct supervision of the French general staff 6,500,000 men are being drilled and equipped in the states of the "Little Entente." The chief of the British general staff has recently visited several of these new states, and preparations have been made for extensive manoeuvres during the next few months. The treaty of Versailles has not restored peace to Europe.

* * *

The publicity which has been given to the case of the Hebridean settlers at Red Deer, and the debate in the House of Commons, where Alfred Speakman, member for the constituency, moved the adjournment in order to call attention to the matter, have been productive of good results. The Dominion Government has undoubtedly taken more effective action than had previously been contemplated. Much credit is due to the Morning Albertan, which first published the facts, and to members who called attention to this matter.

The outcome will be satisfactory if it leads the Government to rectify the grievances of the Hebridean settlers and to insist on greater precautions being taken in future to ensure against misrepresentation. The Hebridean settlers were misled by certain literature, and consequently came to Canada expecting to receive free land within reasonable distance of a railroad, or at low prices on long payment terms which would not involve payment during the first two or three years. Some of this literature, according to the leader of the party, was supplied by the "Western Canada Colonization Association."

* * *

It is unfortunately a tradition of the House of Commons, not confined entirely to the membership of the two old parties, that whatever course may be taken in matters of legislation, members must not run the risk of incurring the serious opposition of certain interests whose power is concentrated and intense.

That tradition has been frequently broken in the new Parliament by a group of members whose strength is growing. It has been broken notably during the sittings of the Select Committee on Finance and Commerce this year. The work of the Committee has assumed an unparalleled importance, due entirely to the determination of certain members of the committee to make enquiry thorough, and, while striving for fundamental reforms, to obtain such amendments of existing legislation as may prove in the interests of the public. For this task more than ordinary courage is frequently required. This courage has not been lacking.

* * *

Among members of the Select Committee on Banking and Commerce whose ability and thoroughness have been conspicuous is W. C. Good, the U.F.O. member for Brant. Mr. Good is the author of an important work on problems of taxation from the farmers' standpoint, and is one of the ablest economists in the House of Commons. During the Irvine inquiry into the basis, function and control of financial credit, and the relation of credit to the problems of production and distribution, his work has been thorough and of great value to the cause of credit reform.

* * *

The efficient distribution of labor this fall will depend very largely upon the submission by farmers of early estimates of their requirements. The Alberta Employment Service has this matter in hand, but requires the co-operation of the grain growers.

* * *

Whether the Italian dictator has a sense of humor we do not know, but Premier Mussolin's recent promise to grant the suffrage to women, after he had announced that henceforward the Fascist dictatorship would be maintained irrespective of votes or of constitutional practice, would seem to be a subtle form of irony.

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Will the Coal Lands Be Preserved to the People?

The Problem of the Hoppe Leases.

By D. M. KENNEDY, M.P.

The article by D. M. Kennedy, Member for West Edmonton, is the eighth in the series by U.F.A. Members of Parliament. The next will be by W. T. Lucas, M.P. for Victoria.

There is one subject that has taken up a good deal of the time of the present session of Parliament that is of special interest to the Province of Alberta, that is the so-called "Hoppe Coal Leases."

This coal field is situated in the foothills of the Rockies about seventy miles north of the Canadian National Railway on the Smoky and Muskeg rivers. It is reported as one of the most valuable coal fields on the North American continent. The amount of coal contained therein is estimated at half a billion tons, and is classed as high-grade bituminous and semi-anthracite. These estimates are said to be conservative.

Ten Years' History

Anyone who has given a little study to the administration of public affairs in Canada would naturally expect that a Government with a valuable resource of this sort in its control, knowledge of which is quite common not only in Canada but elsewhere, would have an interesting time, and the story of this coal field during the past ten years, but especially the last five, is very interesting.

The Senate has always taken an active part in seeking to preserve this coal for the Dominion, and this session much of the time of that House has been given to debating the subject.

In May, 1912, Dr. Reinholt Hoppe obtained a lease of 18,000 acres of these coal lands through one Johnston. Hoppe was apparently the agent of Paul R. Isenberg of Honolulu, Hawaii, and in July of that same year the leases were transferred to Isenberg. Isenberg paid his dues on these lands up till May 18th and June 22nd, 1918. On the 1st of August, 1918, three months after the date on which Isenberg should have paid a further amount in rental on the leases, the controller of mining lands wrote the vice-president of the Hawaiian Trust Company (Mr. Isenberg's Company) informing him that the leases were cancelled. Information had reached the Department that Dr. Hoppe and his principals were strongly pro-German, and this accounts in some measure for the prompt action in cancellation of the leases. Strictly, however, the leases were subject to cancellation within thirty days of the date when dues should have been paid.

Mr. S. J. Robins, private secretary to the Superintendent General of Indian Affairs and assistant to the secretary of the Minister of the Interior, obtained information regarding these coal lands, and apparently started to make use of same in his own interests and that of his friends. He applied for his holidays towards the end of July, 1918. Holidays were granted during the month of August. He went to Edmonton with George H. Craig, another employee of the Government. Mr. Craig was instructed, according to his own evidence before the Senate Committee, by his half brother, Dr. A. T. Shillington, to go to Edmonton and thence to the Hoppe coal fields to re-stake and lease them. C. A. Barnard of Montreal, gave evidence before the same committee that Dr. Shillington called on him in Montreal and persuaded him to take a half interest in the claims. He agreed and paid $18,000 as the first year's rental.

Cancelled a Second Time

Information reached the Department of the Interior that all was not well and an Order-in-Council was passed on July 1st, 1919, cancelling these leases a second time, granted some ten months before to parties who transferred them to Shillington and Barnard.

On the 6th of October, 1919, another Order-in-Council was passed withdrawing these coal lands from disposal under the coal mining regulations and creating them a "Crown reservation."

Isenberg died in April, 1919. His executors are the Hawaiian Trust Company, Ltd., and Bertha A. S. Isenberg.

The executors made representations to the Department that the letter of cancellation, sent them on August 1st, 1918, was "invalid, insufficient and of no legal effect so as to deprive them of any of their rights under the said leases." The reason advanced as invalidating the notice of cancellation is a technical one dealing with the wording of the notice. The same form of notice has been used in thousands of lease cancellations, with apparently none challenging the validity save in this instance.

A Bill was passed through Parliament last session entitled "An Act Respecting Notices of Cancellation of Leases of Dominion Lands." Among other things it "limited the time for actions claiming relief against cancellations of leases to one year from the date of giving of notice." The main purpose of this Bill as passed in the Commons was to render futile the objections raised by the "Hoppe-Isenberg" people in connection with the cancellation of their lease. A clause was added to the Bill in the Senate providing that the coal lands in question could not be disposed of except by "Act of Parliament."

D. M. KENNEDY, M.P.

Resisted Senate Amendment

When the Bill was returned to the Commons, the Minister of the Interior resisted the Senate amendment. A vote was taken on the question in Committee of the Whole in the Commons; the Yeas and Nays were equal, and the clause was struck out by the Chairman's casting vote. The Senate refused to pass the Bill without the amendment until after a conference of representatives of both Houses was held in which it is claimed by Senators in opposition that a "gentleman's agreement" was entered into, to the effect that these lands should not be disposed of by the Government without consulting Parliament.

The Hawaiian Trust Company, Limited, sought, and obtained from the Department of Justice, on October 9th, 1922, fiat in order that they might take the question of the validity of the cancellation of these leases to the Exchequer Court. In order to sue the Government one has to first obtain permission from the Department of Justice. This permission is called a "fiat." Having obtained the fiat, the company filed a petition of right in the Exchequer Court on Nov. 14th. The defence by the Deputy Minister of Justice was filed on January 8th, 1923. The matter is still in court.

On January 18th, 1923, an Order-in-Council was passed, providing that in cases where coal mining leases had been cancelled owing to non-payment of rental, the person in whose favor the lease stood recorded on the date of cancellation could apply to the "Mining recorder" and by the payment of dues be reinstated in the right which he formerly had. This O.C. appeared to make it possible for the Isenberg estate again to obtain possession of the "Hoppe lease," and another O. C. was passed on March 8th, 1923, excluding the "Hoppe lease" from the provisions of that of Jan. 18th.

On March 7th, 1923, Hon. R. H. Pope moved in the Senate, "that he will call the attention of the Senate to the importance of what is known as the Hoppe coal deposit in Alberta, and will enquire of the Government the present position thereof." Among other things he said that he heard reports that through a certain promoter a sale of the property for $3,000,000 was arranged for in England. This of course would be subject to the success of the Isenberg estate in the courts of Canada. There was a long debate on the question as a result of Hon. Mr. Pope's motion. Mr. Pope and opposition Senators complained that the amendment which was proposed last session to the Bill regarding "Cancellation of Leases" would have saved the country from the possibility of

(Continued on page 12).

Co-operative Societies of Alberta Form Provincial Organization

By W. H. Templeton

On Monday, June 4th, representatives of a number of the co-operative societies of Alberta met in conference at Wetaskiwin to discuss their common problems. The attendance was not quite as large as had been hoped for, but most of the really active associations of the Province were represented, delegates being present from Olds, Killam, Edgerton, Fenoka, Leduc, Bentley, Wetaskiwin, Millet, Hanna, Carstairs, Crossfield and Penhold.

Those responsible for calling the Conference had invited G. Keen, General Secretary of the Co-operative Union of Canada, to attend and assist them in their deliberations, and his address to the Conference formed one of the principal items on the program.

Difficulties of Isolation

The Conference was opened shortly after 2 p.m. by Wm. Halsall of Killam, who was in the chair. Mr. Swindlehurst of Edgerton was called upon to explain the object of calling the Conference, and in a brief address stated that it had been called to discuss the advisability of forming a Provincial organization of co-operative societies with the object in view of furthering the co-operative movement in the Province by propaganda and education in co-operative principles, and also if possible to create a centralized buying agency for the various societies, so that commodities might be purchased in larger quantities and consequently at better prices. He pointed out some of the difficulties that small isolated associations were experiencing and hoped that something would be done that would be of material benefit to the movement. Mr. Keen expressed the great pleasure he felt at having the opportunity afforded to him of meeting the representatives of the co-operative movement of Alberta, and also brought with him greetings from the Saskatchewan societies in attendance at a conference at Regina a few days earlier.

Key to Solution of Problems

Co-operation, said Mr. Keen, provided the one great solution of the problems of Western Canada, and only by applying the co-operative principles and co-operative spirit to such things as our transportation problems can we hope to remove the heavy charges on our basic industry, agriculture. He described the national ownership of railways as a form of compulsory co-operation, and said that the efficiency and economy of the service would depend on the spirit of the men operating the national roads.

To reach its fullest usefulness co-operation must be applied to all business activities, such as marketing, the purchase of supplies, and also to the provision of credit facilities.

Work of Banking Committee

Mr. Keen mentioned the work of the committee of the House of Commons on Banking, and said that this was the first time any serious attempt had been made to criticise the Bank Act. The success of any industry depended largely on credit facilities, and credit facilities had not been operated with a view of satisfying the producing powers in the West, abundance of credit being available for merchants but little for producers.

Bankers, he said, were largely ignorant of economic terminology. Co-operation should be applied to supplying credit facilities as well as to other phases of our life. To show that co-operation along this line was not merely a theory, but had actually been successfully carried out, the peasant banks of Germany organized by Raiffeisen, were cited. These peasant banks loaned money only for productive purposes, and repayment was spread over sufficient time to give the borrower an opportunity to repay the loan from the profits of his enterprise.

Lack of Co-operative Spirit

Speaking of the co-operative movement in Canada, Mr. Keen said that the reason for the lack of success in many cases was the lack of true co-operative spirit, which must be developed by increasing co-operative intelligence. The success of any co-operative society depended on the intelligence, loyalty and self-sacrifice of the members.

Many causes were given for failure of co-operative societies, but practically all of them could be traced back to misdirection or lack of supervision by the board of directors. Mr. Keen emphasized very strongly the need for intelligent and close supervision of the management of a store by the directors. One of the difficulties of new societies in the West was the lack of directors having a knowledge of distributive business to help them in their duties.

Co-operative Commonwealth and Peace

At the conclusion of his address Mr. Keen urged that co-operation be the rule of life not only in a commercial sense but in all undertakings. A co-operative Commonwealth would be the greatest influence in preserving peace that could be established.

At the conclusion of Mr. Keen's address Mr. Litt, manager of Bentley Co-operative Association, gave an interesting talk on Western Problems. He urged the formation of a Provincial association for propaganda purposes, claiming that in the past the different societies had not got together as they should have done.

At 6:30 p.m. the conference adjourned to attend a splendid banquet provided by the Wetaskiwin Co-operative Association, at which, besides Mr. Keen, the guest of the evening, the Hon. R. G. Reid and Mr. Craig, Deputy Minister of Agriculture, were present. They had both been in attendance at the conference during the afternoon.

National Affiliation

At the evening session the following resolution was passed:

"Resolved that in the opinion of this conference the Co-operative Societies in Alberta should apply for affiliation with the Co-operative Union of Canada, and that as soon as sufficient societies are affiliated to justify the organization of a Provincial section of the Union, the same be immediately proceeded with."

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Cattle Pool Proving Successful

New Plan Will Enable Old Country Buyers to Place Orders in Advance and Take Delivery According to Classification.

"Our co-operative cattle pool is going over well," declared E. S. McRory, Western manager of the United Grain Growers, Limited, on his return from a trip to Montreal, following a shipment of 370 head of western cattle to the port of Glasgow, Scotland, through the pool. Included in the shipment were three carloads of Alberta cattle, the balance being made up in Saskatchewan and Manitoba. Mr. McRory saw the cattle in Calgary, Winnipeg, Toronto, and Montreal. The loading of the cattle at Montreal was witnessed, among others, by several members of the special committee of the House of Commons on Agricultural Conditions, including Messrs. Gardiner, Coote and Lucas of the Alberta members.

Under the cattle pooling plan the cattle are all graded and sorted according to kind and quality and as they went on board in groups of blacks, reds, roans and white-faces, they elicited many favorable comments from those who witnessed the embarkation, many of whom were practical stockmen.

Guarantee Quality

While at the present time the cattle are shipped for sale on arrival in the old country, under the grading plan the United Grain Growers are undertaking to guarantee to deliver a certain quality of cattle, and it is believed that this will make it possible for purchasers in the old country to place their orders beforehand, and take delivery on number, quality and grade, according to the order when the cattle arrive, the main classifications being short term or long term feeders for selling to feeders, and fat cattle.

Mr. McRory returned via Chicago and St. Paul, and spent some time on the cattle markets there. He was interested in the attitude of the American cattle markets towards the Fordney tariff. "I found a lot of stockmen and even producers of stocker cattle on these markets who were not in favor of the duty against Canadian cattle," he said. "But of course I do not know how general this sentiment is in the United States.

"The United States Government has seen fit to put a prohibitive tariff against Canadian cattle, and Canada was forced to find another outlet. Since the removal of the British embargo we have found another outlet, and I believe a very satisfactory one. Our problem, so far as marketing our cattle is concerned, I believe is solved. I understand that the feeders' problem in the United States has not been solved. There are not enough stocker cattle being produced in the United States to supply the stocker trade, and a lot of medium priced grain is not being made use of as economically as it should be, for this reason."

The Provincial Secretary's Page

Information for Officers and Members

Fund to Wipe out Deficit now $1,650

Eclipse Local to Make General Levy on Membership—Suggests Pledge Be Taken by Others

Contributions to the fund to wipe out the deficit incurred during the year 1921 now total $1,650.95, sums ranging from $1 to $10 having been received from various Locals since the last issue of "The U. F. A." went to press, and one individual contribution.

A special levy upon its membership for the purpose of liquidating a proportionate share of the 1921 deficit will be made by Eclipse Local. This Local also suggests that other Locals throughout the Province should make a similar levy.

A. C. Johnstone, the secretary, in forwarding the resolution for publication, states, "Eclipse Local fully appreciates the handicap Central Office is under by having a debt which should be taken care of by the membership. In passing the enclosed resolution, the members of this Local were enthusiastically unanimous."

The Resolution.

The resolution reads as follows:

"In serious consideration of the debt unavoidably contracted by the Central Offices of the U. F. A. in its undertaking to efficiently discharge recognized duty to the membership of the U. F. A. and the public generally in so far as its responsibility in this connection is concerned, and the consequent handicap created, thus making it an absolute impossibility to render such required service to the membership and public as hereinbefore referred, which constitutes the major portion of the duty of our Central Office;

"The Eclipse Local No. 186 in regular meeting resolves, and by unanimous acclamation by its members present hereby pledges itself to assess each member an amount, which levy if made general on the 1921 membership, will quickly and effectively liquidate the Central Office debt. And further that the Provincial Secretary give public notice of this resolution in the next regular issue of 'The U. F. A.' and any such other medium as the U. F. A. paper committee may deem most effective;

"And further that a statement of the total membership of the U. F. A. be also inserted which will serve as a guide to the various Locals throughout the Province in making such levy or assessment upon its individual membership."

(Note: The total membership of the United Farmers of Alberta for 1922 was just under 20,000.)

Contributions Acknowledged

The following contributions are acknowledged:

Previously acknowledged	$1,587.95
Castor U. F. W. A. 321	4.00
Coaldale No. 362	7.25
Red Deer No. 82	10.00
Gibbons No. 800	10.00
Sheerman Valley No. 779	10.00
Burlington No. 680	7.00
Sedgewick U. F. W. A. 266	5.00
Clarenmont U. F. W. A. 271	5.00
Lake Chauvin No. 474	2.50
Beddington No. 561	1.00
Emil Griesbach, Gleichen	2.00
	$1,650.95

CARE IN SIGNING GUARANTEE

A case has recently come to our notice where two Saskatchewan farmers signed a guarantee for a man who was undertaking to peddle patent medicines. The man absconded owing $8,700 and these two farmers were compelled to make good to the Company this amount. Neither is in a good financial position, and it practically means that they have to sell their farms.

As the same thing may be taking place in Alberta, we would like to warn our members against becoming guarantors for anyone or anything without most careful consideration of all that is involved. In becoming a guarantor, one should frankly face the possibility that one may be called upon to make good the entire amount involved.

PICNIC PROFITS FOR DEFICIT FUND

The Cappon District U. F. A. Association will hold their annual picnic at Hill's School on June 28th. One-half of the profits of the picnic are to be devoted to the 1921 deficit fund.

ALEXANDRA CONVENTION

The third annual convention of the Alexandra U. F. A. Provincial Constituency Association will be held in the Town Hall, Kitscoty, on Saturday, July 7th. P. J. Ennenauer, M.L.A., will be present, and it is hoped that an address will be given by Hon. Mrs. Parlby.

NEEDFUL ANNUAL OUTLAY

Soda Lake and Hairy Hill Local have a very effective advertisement in a local fair price list, pointing out that the small amount of three dollars paid yearly to a U. F. A. Local works as faithfully and beneficially as larger sums spent for formalin, gopher poison, machine oil, etc.; and that the membership fee should be regarded, like these commodities, as a very needful annual outlay for every farmer.

WANT CO-OPERATIVE POOL

At the annual convention of the Big Valley to Munson District Association, in convention in Ramsey on May 26th, a resolution was passed asking the Central Executive to co-operate with the Executives of the Manitoba and Saskatchewan farmers' organizations in an endeavor to bring Mr. Aaron Sapiro to this country to assist in organizing a voluntary pool for the marketing of wheat, and, if deemed advisable, other farm products.

The convention suggested, by another resolution, that when District Associations pass resolutions dealing with Provincial matters, copies should be forwarded to other District Associations in the same constituency for their consideration, so that they could be better discussed at Provincial Constituency conventions.

A resolution dealing with the U. F. A. Provincial platform recommends that the presidents of the Provincial Constituency Associations should meet annually to redraft and revise the Provincial platform; the revised platform could then be a basis for discussion at the various constituency conventions. The convention also recommended that house surgeons should be employed in municipal hospitals, particularly in the Drumheller Municipal Hospital.

Supper was served to delegates and visitors to the convention by the Rumsey U. F. W. A.

ECONOMIC SOLIDARITY

A resolution passed recently by the Lotus District Association refers to the necessity for economic solidarity, and declaring that the chief object of the U. F. A. is to promote co-operation in the method of producing and marketing of all agricultural commodities, urges that the organization "determine to help ourselves by perfecting our organization from the ground up and thereby develop a co-operative producing and marketing system within the U. F. A."

The district association also asks that this matter be referred to other Locals for their consideration.

WOULD INVITE SAPIRO

Delburne Local in a resolution recently adopted, urges that Aaron Sapiro be invited to address a convention of all Locals and farmers interested in the subject of co-operative marketing, with the object of forming an association for marketing purposes in Alberta. The Central Executive is asked to take the necessary action, and if finances of Central Office are inadequate, it is suggested that a special levy should be made on the membership. This Local calls for "a stronger and more united organization, entirely separate from any other organization, Province-wide.

A number of resolutions on the same subject have been received from various Locals, but these cannot all be published in full, owing to lack of space.

Bancroft Local, of Carstairs, asks that the Executive Board use every effort to bring about an immediate conference of the various farmers' organizations for the purpose of discussing co-operative marketing plans, and that Aaron Sapiro be invited to address the conference.

GOOD ROADS AND BANKING PROBLEMS

The Douglas Local recently passed a resolution asking the assistance of the Edmonton Auto and Good Roads Association in keeping up the roads in Glengarden district, which are in need of repair. The same meeting also endorsed a resolution in favor of the establishment of a Provincial bank.

SECURED $225 ON CLAIM

One of our secretaries writes as follows: "Find enclosed $27.50. $5.00 is for the Young People's Conference Fund, and balance to Legal Department for services in connection with collection of $225 from the C. P. R. in settlement of claim of one of our members for cattle killed on the railway. This member went to a local lawyer who told him that nothing could be done, but charged him $10 for this advice. The member told me about the case later, and I said, 'Let me have it, and I'll show you how little one individual can do with the C. P. R. and how much can be done when the U. F. A. gets behind a case.' He said, 'Go ahead,' after giving me the particulars of the case. Result, he got more than he ever expected, and it was a great pleasure for my wife and me to drive

ten miles with the $225 check and turn it over. I came just in time, for the poor fellow was hung up for oil for his tractor; it was at the station but he could not get it until he got this money. I wish every farmer could see the advantages in belonging to such an organization as the U. F. A."

EDITORIAL.

(Continued from page 3).

The need for reform in the teaching of history has been emphasized on several occasions in past Annual Conventions of the U.F.A., and steps have been taken with a view to the revision of the school curriculum in certain respects.

The desirability of effecting reforms of a very definite character in the manner in which this subject is taught, was dwelt upon by Hon. Bertrand Russell, of the University of Cambridge, in a recent address. Mr. Russell was not discussing the schools of any particular nation, but rather the tendency to sacrifice truth to other aims, which, he claims, is general in many modern state schools.

"Each nation," he said, "aims only at self-glorification in the school text-books of history. When a man writes his autobiography he is expected to show a certain modesty; but when a nation writes its autobiography there is no limit to its boasting and vainglory. When I was young, school books taught how the French were wicked and the Germans virtuous; now they teach the opposite. In neither case is there the slightest regard for truth. German schoolbooks, dealing with the battle of Waterloo, represent Wellington as all but defeated when Blucher saved the situation; English books represent Blucher as having made very little difference. The writers of both the German and the English books know that they are not telling the truth. American schoolbooks used to be violently anti-British; since the war they have become equally pro-British, without aiming at truth in either case." More recently, it might be added, the text books in certain States are again being revised, for the purpose of conveying a different bias.

Canadian patriotism today is not as a rule strident, and if the considerations put forward by Mr. Russell are given serious thought, there will be little danger of its becoming so in the future.

* * *

In some States south of the line oleomargarine cannot be offered for sale if it resembles butter in color. All the oleo on the market must be white. This provides legitimate and adequate safeguards to the producer and to the public. Prohibition of importation is not a legitimate safeguard. It savors of the dark ages.

* * *

In forming a Provincial Association and establishing contact with the Co-operative Union of Canada, the Co-operative Associations of Alberta have taken a forward step.

* * *

"In moments of progress the noble succeed, because things are going their way; in moments of decadence the base succeed for the same reason: hence the world is never without the exhilaration of contemporary success." — Bernard Shaw.

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Sulphur Baths and Free Auto Camp

Fishing Bathing Boating Hunting and Riding

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Any of the Subscribers to this Advertisement will gladly answer enquiries and give any information desired.

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Phone 116. Dr. Ernest Kennedy Dentist—X-Ray. Formerly Herald Bldg., Calgary Mt. Royal Hotel Bldg. Banff.	Brett Hospital Sulphur and Turkish Baths for Reservation.	Take your Films to Banff's best. See also my large selection of Local Views. GEO. NOBLE Photographer

The Imperial Bank, Banff—At your Service—W. V. Coddard, Manager

WOOL

Do not sell your wool individually.
Be fair to yourself and to the industry by selling collectively through the Growers' Selling Agency.

Individual selling at the buyer's price will never solve the farmer's marketing problem.

Cash advance given to growers on wool, if desired; or if you wish to secure a supply of woollens for your wool, ask for catalog on Woollen Goods; or ask for catalog of Blackmore's Supplies.

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Rates that are Reasonable.

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FLOUR
"More Bread and Better Bread
and Better Pastry too"
USE IT IN ALL
YOUR BAKING

CREAM SHIPPERS
For Complete Satisfaction try
SIMPSON'S CREAMERY
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Kenneth E. Simpson, Limited
Tags and Stickers on Request.

Farm Boys and Girls Spend Eventful Week at the University

Southern Squads Victorious in the Field Day Contest.

THE JUNIOR CONFERENCE FUND

These in charge of the distribution of the Junior Conference Fund were happy to be able to announce to the delegates to University Week for Farm Young People that the fund was sufficient to pay back 66 per cent. of the delegates' railway fare. The aggregate amount of the fund was $450.00. Thus those delegates who paid $15.00 for their return fare received $15.20. This very satisfactory arrangement was made possible by the generosity of those Locals situated near Edmonton, which contributed just the same amount as those at a distance, and of those Locals which, though unable to send a delegate realized the worth of the cause and made contributions for the advantage of others.

(By Miss I. B. Kidd)

The farm boys and girls of the Province who were fortunate enough to be sent as delegates to University Week for Farm Young People have now been absorbed into the regular life of the community. Nevertheless the memory of the past week will linger with them always as one of the outstanding experiences of their youth.

Only seventy young people were able to attend the conference this time, no doubt owing to financial conditions. The program followed the same general outline that has been in use in past conferences, but with improvement in some respects.

Tuesday was "Arrival Day." All delegates were met at the station and driven to the University, where they registered and were assigned their rooms. The following morning the program begun in earnest. The delegates were divided into squads of eight, each squad electing its leader. "Marks" were given for punctuality and for the neatness of rooms, squads reporting their total marks each evening at dinner. This competition culminated in the field day held on Tuesday afternoon, when the squads from the southern portion of the Province were victorious over the northern squads, scoring 66 to the north's 19.

The Day's Program

Each morning the day began at 6:45. Physical training exercises were taken from seven to seven-thirty. Breakfast at eight gave a short recess before the morning parade to lectures at nine. The first morning a short talk to the boys and girls separately by their resident deans, Miss Deadman and Mr. Patton, was followed by an address by Prof. A. E. Ottewell, Director of the Department of Extension. Each morning with the exception of Saturday, the hours from ten to twelve were in charge of the faculty of the University Department of Agriculture. Dean Howes and Professors Cutler, Sackville, Newton, Smith and Wyatt spoke on field husbandry, animal husbandry, farm mechanics and other phases of the subject.

Mr. D. E. Cameron, Librarian of the University, will long be remembered for his fifteen minute "Morning Thoughts."

Several afternoons were spent in visiting various industrial plants of the city—Swift's Packing plant, the Great West Biscuit factory, Edmonton City Dairy, and a garment manufacturing plant.

Splendid Evening Session

The evenings especially delighted the delegates. Community singing was followed by short talks on the lives of Tennyson, Stevenson, Goldsmith and George Eliot, with a motion picture version of one of their masterpieces.

Mrs. A. F. Corbett entertained the girl delegates at a delightful tea on Monday afternoon; and another opportunity enjoyed by the girls was found in health and hygiene talks by Mrs. A. A. Hay of the University faculty.

Saturday morning was occupied by a visit to the Parliament Buildings, followed by shopping tours. A special service for delegates was arranged on Sunday morning in charge of Mr. Corbett and Mr. Cameron of the faculty. In the afternoon the delegates visited Riverside park and in the evening the sacred picture, "The Manger to the Cross" was shown. Parties of delegates who wished to do so visited the city churches.

An outline of the program, however, can give little idea of the value of University Week. The association with other young people of similar interests, the influence of the leaders of thought in the Province and the inspiration of ideals of service, all contribute to an experience which will be unique in the lives of those who attended.

Juniors Convene in Business Session

The Business session of the Junior U. F. A. was held at the University of Alberta, Edmonton, Saturday, June 9th. The following Junior Locals were represented by one or more delegates: Acker, Bismark, Camrose, Carlton, Cow Hill, Custer, East Lethbridge, Fleet, Floral, Forestleaves, Hay Lakes, Hazel Hill, High River, Mountain House, Mt. Vernon, Nanton, Namao, Parlby, Pembina, Rosyth, Roydale, Spring Valley, Sunnyside, Three B's, and Wild Rose. Delegates were also present from Lougheed U. F. W. A., Seafield U. F. W. A., Arbor Park U. F. W. A., Notre Dame U. F. W. A., Poplar Lake U. F. W. A., Glenada U. F. W. A., Carstairs U. F. W. A., St. Albert U. F. A., Bon Accord U. F. A., Carnforth U.F.A., Ruswlvia U. F. A., Horse Hills U. F. A., Carlton U. F. W. A., White Star U. F. W. A., Irricana U. F. A., and Alix U. F. A.

Promise of Young People's Movement

The meeting was opened by Mrs. R. Clarke Fraser, convenor of Young People's Work, who spoke with sincere enthusiasm on the promise of the movement among farm young people. Mr. L. E. Kindt, president of the Junior U. F. A., then introduced Mr. H. E. K. G. Scholefield and Mrs. M. L. Sears, members of the senior committee on Junior work. Reports were given by the president and vice-president of the Junior U. F. A., followed by reports from two di-

rectors present, Mr. Carroll Way, Miss Vera Carson. Reports were read from Miss Myrtle Krafting, Miss Madeline Marler, Mr. Lester Francis, and Mr. Allan Gibson, who were unable to attend.

Mr. A. E. Ottewell and Mr. H. Higginbotham, being present, were asked to address the young people. Mr. Ottewell spoke on some aspects of the farmers' movement and on the prohibition question, while Mr. Higginbotham discussed the moral influence of the U. F. A. and also certain phases of the prohibition question.

Donald Cameron Is President

Election of officers for the coming year resulted as follows: President, Donald Cameron, Jr., Elnora; Vice-President, Miss Vera Carson, Nanton. Directors: Battle River, Miss Lucile Blue, Forsyth; Bow River, Allan Gibson, Ramsey; East Calgary, to be decided later; West Calgary, Angus Robertson, Crossfield; East Edmonton, Miss Ethel Knight, Sunny Glyde; West Edmonton, Lester Roberts, Hatherage; Lethbridge, LeRoy Minion, Magrath; Macleod, Irvine Henker, Claresholm; Medicine Hat, J. T. Summerhill, Wasting; Red Deer, Robbie Farewell, Blackfalds; Strathcona, Wm. Watson, Lacombe; Victoria, Miss Madeline Marler, Camrose.

The remainder of the session was spent in the consideration of resolutions. The two adopted requested that the U. F. A. institute a publicity campaign to secure more junior members and that each district association be asked to appoint a committee on young people's work.

Reports from the Junior Locals present showed a very progressive condition throughout the Province and the delegates were obviously enthusiastic about their branch of the organization.

J.B.K.

A PLAN OF CO-OPERATIVE MARKETING FOR ALBERTA

(Continued from page 1)

of its departments, selecting, presumably, its best grain men for the grain department, its best stockmen for the livestock department, and so on. A responsible manager working under the departmental executive would have to be placed in charge of each department, and the best obtainable would be none too good.

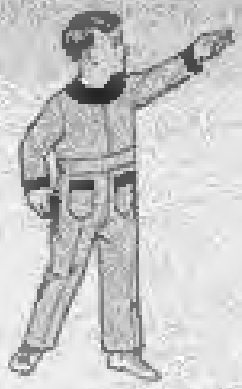
Financing

With regard to financing, a small entrance fee of possibly ten dollars would have to be charged for membership. An annual fee would not be necessary.

In the absence of any substantial amount of working capital in the early stages, reliance would have to be placed upon the banks to supply the funds needed for the advance payment, which would necessarily have to be made to the farmer on delivery of his produce, probably from 60 to 75 per cent. of the estimated market value, and a small deduction from the balance would be made to accumulate a fund for providing future working capital.

The necessary storage facilities, such as grain elevators, hay warehouses, cold storage, possibly creameries, etc., might at first have to be rented where possible. If purchase became desirable or necessary, it might be done either through a holding company under the control of the parent organization, or direct. Purchase of existing facilities should be possible, wholly or in large

(Continued on page 10).



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FARMERS NOW GET THIS MONEY

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PROVINCE OF ALBERTA

DEPARTMENT OF MUNICIPAL AFFAIRS

Notice is hereby given that upon all arrears of taxes imposed in respect of any parcel of land situated in the several Improvement Districts are paid on or before the First day of July next, such land will be dealt with under the provisions of the Tax Recovery Act, 1922, with a view to obtaining Certificate of Title in the name of the Crown in the right of the Province of Alberta in respect of such parcel.

J. H. LAIRD,
Deputy Minister of Municipal Affairs.
Edmonton, May 31st, 1922.

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We still have a few district agencies open. If interested write at once.

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From our twelve years' experience there is always a car shortage during the fall months. Prices will not be lower than at present this year. We have issued a new price list showing a reduction and in order that the consumer may receive his lumber in good time we would advise placing orders immediately. Although we have decreased our prices we still guarantee our material to be A1. Our price list will be sent to you upon request or we will give you a delivered price on any bills you may have without obligation to you in any way.

Do not delay—write tonight—our price list will surprise you.

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The New Process

LIQUID GOPHER POISON

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No waste of time. No bother preparing. No loss of grain through souring or moulding. Treated grain keeps for years.

Each can treats from 8 to 10 quarts of Oats or Wheat. Go-For-Em is not affected by heat or cold and keeps sweet indefinitely.

Write for testimonials. Can be obtained at your Drug Store or will be sent direct postpaid on receipt of $1.25.

Special prices and discounts to Municipal Districts and U.F.A. Organizations.

The Rosling Manufacturing Co. Limited

STETTLER ALBERTA

Nanton Farmers Organize Successful Co-operative Egg Marketing Assn.

Pioneer Organization Has Stimulating Effect on the Poultry Industry

The first Alberta farmers' co-operative marketing association for the marketing of eggs has been organized at Nanton, called the Nanton Poultry Producers' Marketing Association. This association is organized after the co-operative marketing plan adopted by the various California fruit growers' organizations. It is a marketing organization solely, and in accordance with the plan advocated by Aaron Sapiro, the product of the members is graded on receipt and placed in different pools according to grade. The expenses of handling, plus 1 per cent. to establish a reserve fund for contingencies, are deducted and the balance paid over to the producer according to the number and grade of eggs delivered.

Commenced With Twenty Members

The association commenced with twenty members and has now increased to fifty, and at least an equal number have signified their willingness to join the association. The association was organized in March, and S. S. Sears, Nanton, was elected president. In April 3,700 dozen eggs were marketed and an average price of 19½c per dozen realized. During this time a price of from 12 to 15 cents per dozen was being paid by the local storekeepers. The quality of eggs delivered by members has improved considerably since the association commenced. The contract calls for delivery of the eggs at least once per week, and oftener if possible. In order to secure greater freshness neighbors are co-operating in taking each other's eggs each time they go to town.

The organization of the association has had a stimulating effect upon the poultry industry in the Nanton district and farmers generally are taking more interest in their poultry flocks. The closer the primary producer can be brought into touch with the ultimate consumer and know what the market demands, the more attention he is likely to pay to producing the kind of product required. For instance, farmers have found that they could practically eliminate the dirty egg by plentiful use of clean straw in nesting boxes and the poultry houses.

An effort is also being made to grade up the flocks so as to produce a larger egg, as top price is only paid on eggs weighing two ounces and over. Very small eggs and dirty eggs are kept at home.

The manager of the Nanton Co-operative store is acting as agent in handling the eggs and a local woman has been trained as candler, who works part time as the business requires.

Forerunner of Others

Numerous inquiries have been received from all over Alberta in regard to the organization of this association and it appears likely to be the forerunner of many similar organizations. So far, a direct market for most of the eggs has been found in the city of Calgary.

Inquiries were received for two carloads of eggs from Winnipeg, but the association was not in a position to fill these. If many of these organizations are started, it will be necessary, of course, to look outside the Province for markets, and in this connection it will be good news to hear that Canadian eggs are finding favor in Great Britain, several carloads having gone there recently, while during the past winter the first carload of dressed poultry ever shipped to Great Britain from Alberta arrived in London and, according to reports, gave very good satisfaction.

The Poultry and Egg Marketing Service operated in Alberta jointly by the Alberta Government and the Dominion Government is paying special attention to the development of outside markets. One question which has arisen is, would it not be desirable for Alberta poultry producers to standardize, as far as possible, on a particular kind of poultry product? California and British Columbia have secured a distinctive market for the White Leghorn egg, which is produced almost exclusively. Would it be wise for Alberta also to concentrate on the production of an egg of uniform type and color? One authority has suggested that Alberta might specialize in producing a brown egg, which would find special favor in the old country and certain other markets. At the present time certain States are producing brown eggs but outside of the concentration upon the White Leghorn egg in British Columbia there has been no attempt to specialize in Canada.

The Nanton Association has not yet undertaken to market poultry but is considering tackling this end of the poultry business. M. H.

[A copy of the contract used by the Nanton Poultry Producers' Association will be published in the next issue of "The U.F.A."]

CO-OPERATIVE CREAMERY CONFERENCE JULY 16th.

A meeting of delegates from all co-operative creameries in Alberta has been called for July 16th, and will be held at Red Deer, commencing shortly after the arrival of the day train from the south. A large attendance is desired as matters of great importance will be discussed. Any desired information can be obtained from M. S. Smith, M.L.A., of Olds, or T. Noble of Daysland.

A PLAN OF CO-OPERATIVE MARKETING FOR ALBERTA.

(Continued from page 9).

proportion, by payment in bonds of the association or its holding company, with a fair annual interest guaranteed, and redeemable in annual instalments until extinguished.

Such bonds so issued would not carry any right to voting power, or any voice in the control of the association. They would be in the nature of mortgage bonds, with the property acquired as security.

Taking the case of an elevator company as an example, there is little doubt that with the greater part of the grain raised in the vicinity of their elevator under contract to the co-operative association, and with the alternative of a new elevator being erected alongside in the event of their refusal, they would be glad to sell out to the co-operative association on reasonable terms.

[illegible]

[illegible] government guarantee bonded [illegible].

Pooling

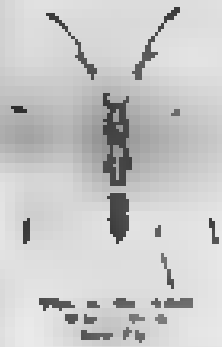
Pooling was [illegible] as a necessary feature of the plan that [illegible] pooling by the [illegible] of each [illegible] [illegible] The period [illegible] would depend upon the particular [illegible] of each [illegible] [illegible] dairy produce a monthly pool, and so on.

Contracts

Many and fair contracts [illegible] [illegible] [illegible] with [illegible] of damages in the event of breach [illegible] [illegible] the contract [illegible] [illegible] [illegible] Alberta farmer would [illegible] [illegible] and this is suggested as the Guide.

It is not suggested that the growers who [illegible] [illegible] [illegible] permanent [illegible] of producing the [illegible] [illegible] [illegible] This [illegible] [illegible] [illegible]

BEWARE
The Wheat Stem Saw-fly!



The adult Saw Fly is about half an inch in length and resembles a very narrow bodied wasp. It clings close to the wheat stem, head downward. They are present from June 10th to July 10th, approximately depositing their eggs in that period.

A Menace to the Wheat Crops of Western Canada

Watch for these insects in the field, as their numbers will indicate the degree of prevalence. They menace the wheat crops of the West.

A thick worm strip or two of wheat on infested land intended for summer fallow will mature many of the emerging new flies to lay their eggs on the plants. One provided Summer fallow land for this crop crop should be plowed about the middle of July in order to kill the larvae. Write for pamphlet "The Western Wheat Stem Saw Fly and Its Control."

Dominion Department of Agriculture

Arthur Gibson, Dominion Entomologist

Winnipeg, Man. Calgary, Alta.

Write for Pamphlet

WANT BETTER BREAD?
USE WHITE STAR YEAST CAKES

Alberta Members Gain Amendments to the Bank Act

[illegible]

SUMMER HOLIDAYS

PLAN YOUR TRIP VIA THE CANADIAN PACIFIC RAILWAY

Specially Reduced Fares—Lowest in Years

EXCURSIONS TO PACIFIC COAST

[illegible] ON SALE [illegible] RETURN LIMIT October 31st

EASTERN CANADA AND UNITED STATES

Other ALL [illegible] ON SALE NOW RETURN LIMIT October 31st

CHEAP TRIPS

[illegible] to September 30th, RETURN LIMIT October 31st.

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4½% DEMAND SAVINGS CERTIFICATES

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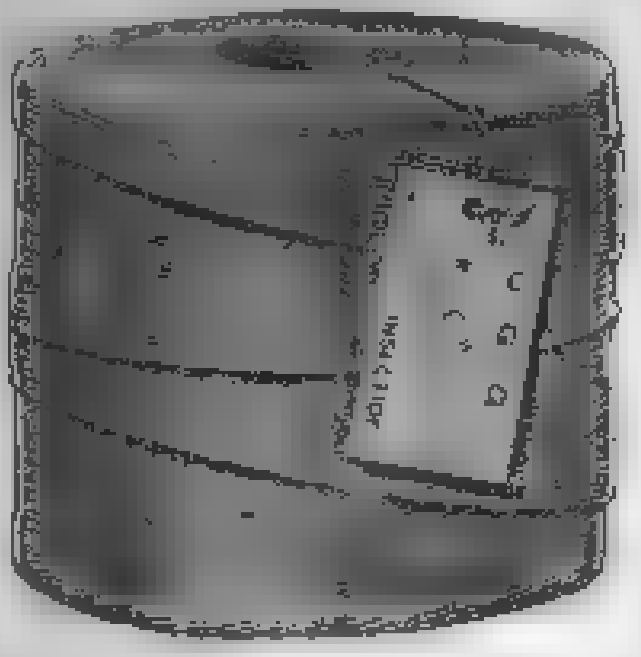

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From Winnipeg to the Mountains U.G.G. Twine has a reputation for quality. Farmers who have used it want it again—those who use it this year will want to order it again next year.

Strong, uniform, easy running—dependable in the harvest field—such is U.G.G. Binder Twine.

The New Big Ball in which U.G.G. Twine is supplied is shown above. Six of these Balls to the 50 pound bale, meaning fewer steps to change twine. U.G.G. Twine can also be obtained in standard sized ball, 10 to the 50 pound bale.

Order your U.G.G. Twine now—U.G.G. Elevators will make a reservation for you. If your Association is handling a car of Twine the Secretary wants your order now so he can make a reservation that will cover all requirements. If you do not know who is handling U.G.G. Twine in your district or if you want it shipped direct from one of the warehouses, write to:—

BARB WIRE

Note: G.G. Prices for Highest Quality, Four Point Barbed Wire, per spool of 80 Rods.

Regina	$4.45
Saskatoon	4.45
Edmonton	4.25
Calgary	4.35

Barb Wire is in stock at many U.G.G. Elevators. Inquire of the Agent.

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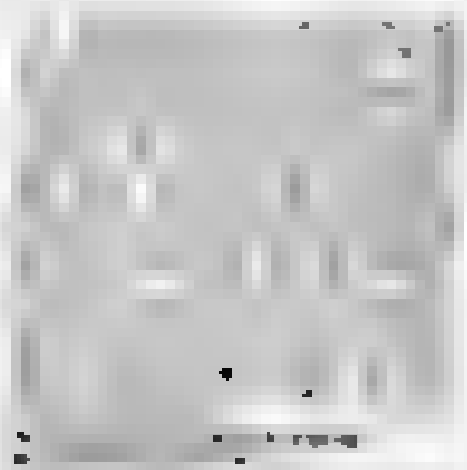
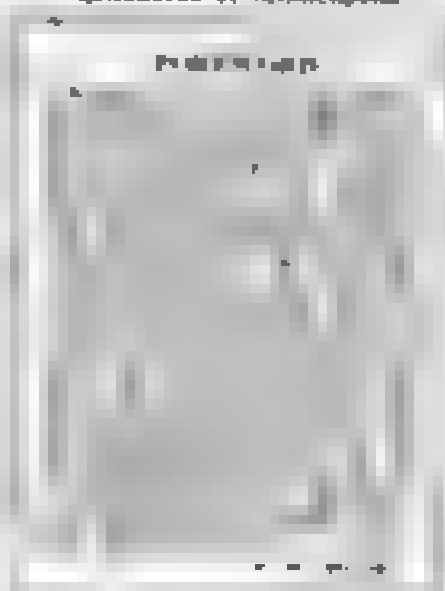
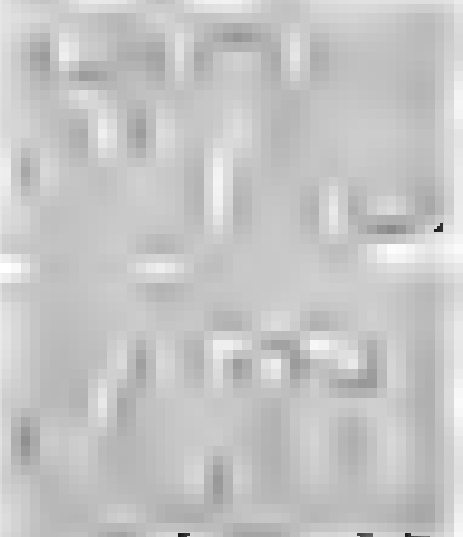
U.F.A.
CO-OPERATIVE MARKETING SUPPLEMENT

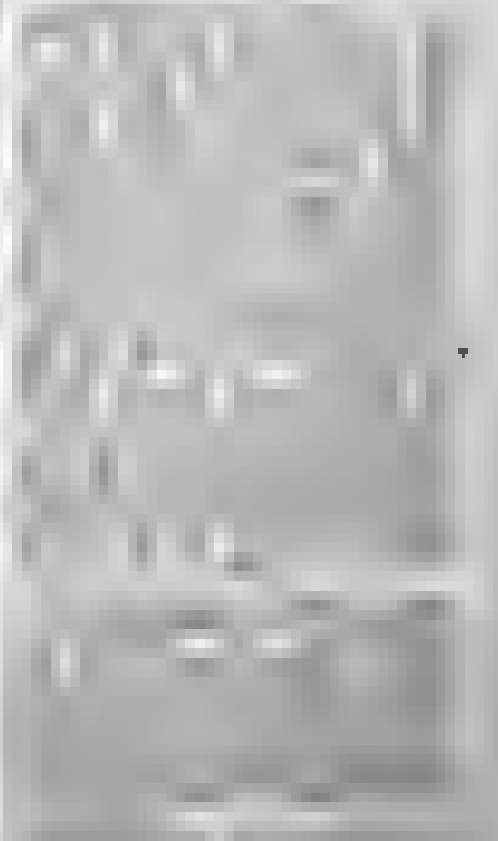
The Story of the Burley Tobacco Growers' Association

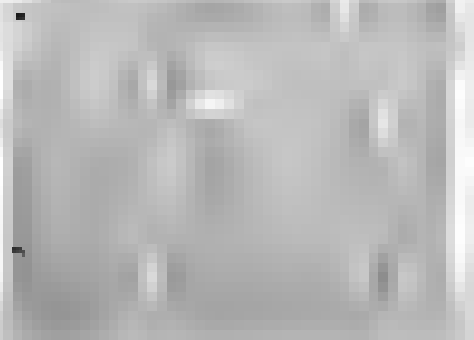
Seven Years Progress from the Humble and Unpromising Beginnings of a Producers' Organization Which Caused the Sum [illegible] Tobacco Growers in Seven States. An Address Before the Chamber of Commerce of Minneapolis











co-operative like that the paper would not be rediscountable through the Federal Reserve system.

I told him that was interesting, because the Federal Reserve Board had lately handed down an opinion stating exactly the contrary, and stating that the paper of organizations drawn up exactly like that—that we had them drawn by the same men—was eligible for rediscount. Well, at that stage of the game he got thoroughly mad, and fumed and withdrew from the room and left me alone with his partner, and I recalled that interview and I recalled that he had given the opinion before he had even studied the law, and I therefore went before the bankers' group in Louisville and explained that maybe he was sticking by his original opinion, and maybe he didn't understand that law; maybe he hadn't read the Clayton Act; maybe he hadn't even gotten acquainted with some of those decisions on the subject, and I was thinking that even if he had read the law that no act is unconstitutional until a court—not a lawyer—declares it so, and until that time we were legally organized and that we were entitled to borrow money, and that no bank was running a chance provided our security was worth while.

Then, to our amazement, at this bankers' meeting Jim Brown, the president of the biggest bank in Kentucky, the National Bank of Kentucky, Jim Brown got up and said to the other bankers: "I don't know how you men feel about it, but I believe that this thing is the greatest movement that has ever been started in Kentucky. It is the only chance the growers have ever had. It is the only chance for our merchants and country banks to come out even. I am going to lend them the legal limit of our bank because I am sure I shall not run a risk of losing one penny in the transaction, and I am dead sure that it is good for Kentucky."

NEEDED $3,000,000 TO LAUNCH PROJECT

Well, when he finished a couple of other bankers got up and said they would lend something. We saw $800,000 in sight. That is all, and we were feeling blue. Suddenly this idea occurred: "Let's call all the country bankers in from the Burley areas down to Lexington for a meeting and put the problem right straight up to them." We sent out wires. More than 500 of them came to the Phoenix hotel for this meeting. Jim Stone explained the whole situation, told them what those lawyers said, and had told at our meeting with the bankers. Judge O'Leary, who had been in the Supreme Court of Kentucky, gave his point-blank opinion that the whole matter was legal and valid from the ground up, and he would stake his standing as a lawyer and a judge on that statement. Judge Talbott made a similar statement. Then Judge Bingham got up and told the bankers we needed $3,000,000, that we had in sight about $800,000. They were to be the judges themselves as to what they would or could do for this association. He explained to them that what we were going to do was to get a trustee appointed, assign over to the trustee all the tobacco that would be delivered to us. The trustee would hold it as the assignee or trustee for the benefit of all the creditors lending us this money. We would have the right to withdraw the tobacco for sale or withdraw it for substitution, or withdraw it for re-drying, but that there would always be that security behind that tobacco on the basis made up by this tobacco committee at Louisville.

FIRST MILLION DOLLARS TO GROWERS' FUND

And he said to those bankers, "I am going to ask you men to say right now whether you are standing with the growers, with your own community, or whether you are concerned about the men behind you who are absolutely leaning on you for their very existence today," and then he said to them, "And I am not asking you to do a thing I won't do myself," and with that he announced his own subscription for one million dollars toward that fund.

So from that moment, you see, these bankers jumped up all over the room. One little fellow got up and said, "My bank is a little bit of a bank—$25,000 capital. The legal amount I can loan is $2,500, but I will borrow $2,500 myself and hand that in beside what my bank can loan. It is no use to have a bank any more down there unless I can help the tobacco grower make good in his business." He said, "My bank is ruined unless the tobacco industry is put on its feet, and I might as well go down helping the grower as fighting the grower."

Well, from that moment it took two stenographers to take the subscriptions, one stenographer taking the name and the other the number and the amount. When we finished that afternoon we had $5,400,000 subscribed against our need of $3,000,000, and we got the money in and the growers came and delivered their tobacco, and they would get a receipt showing just how many pounds they were delivering. They would also get a draft drawn against the association, signed by the association, in which they were given the amount at so many cents per pound of each one of the grades. They would take that to the local bank and the local bank would give them face on the draft, then draw on the Security Trust Company of Lexington, trustee, for the money, and get interest from the money they paid the moment the grower received it. All of this was done on 90-day notes, and we paid back every cent of it in 42 days from the day the first money was made available to us. We got the tobacco and started in to pay these growers this money, and more than half of those growers went home with an advance payment on their tobacco which was larger than they had gotten for the full sale price of their crop the previous year. Then we had the job of selling the tobacco. Jim Stone sent out samples to all the tobacco buyers. He sent out samples of the grades. He said: "We are ready to sell tobacco." Well, we didn't get very much attention at first, but suddenly the Liggett & Meyers man came and gave us an order, and the order totalled 22,000,000 pounds of Burley tobacco in different grades.

Well, we told them we had the tobacco and could make the sale. They said, what about the price. Well, we showed them what their competitors had been paying outside for tobacco, and we named a fair price on that tobacco based on what they and others had been paying outside. They bought the tobacco. They paid the money down. They began to take deliveries and our first sale was over.

ATTEMPTED BOYCOTT BREAKS DOWN

We sent a wire to one great big firm saying: "Come in and buy some tobacco; we would like you to be our biggest customer." They wired back: "We won't buy any tobacco until you sell it again on the auction floor." We wrote back and said that was not nice, because we weren't going to sell any more tobacco on the auction floor; that was unintelligent, and we felt that we should be just as intelligent with the sale of raw tobacco as this firm was intelligent with the sale of manufactured tobacco. We said to them: "You wouldn't sell your cigarettes and your pipe tobacco on the auction plan. Why, you sell it all over the country on a merchandising basis, and that is exactly what we are going to do with Burley tobacco." Well, they paid no attention to that, and then about a month later the man who sent the wire showed up in Lexington and he showed up with an order for 20,000,000 pounds of tobacco, so Jim Stone told him he couldn't sell him 20,000,000 pounds, but he would like to sell 10,000,000. "All right, what's the price?" Jim Stone said, "Since our first price was named we have heard, as you have heard, that certain grades are short, so our price has gone up a little." "Well," he remarked to him, "you have got to sell this company that tobacco at the same price you sold it to Liggett & Meyers." Jim Stone said, "Yes, if you had come in at the same time we sold Liggett & Meyers, or had even sent us a message saying you would come in then, you would have gotten this tobacco at the same price." Then Jim pulled out his telegram and showed it to him and said, "We wired you and you sent us this wire, which cost you about $1.81, but before we finish today that wire is going to cost you a little more than $300,000." And it did, because he bought that tobacco and we got the money.

EVERY POUND OF TOBACCO SOLD

Well, to make that story short, we sold every pound of tobacco delivered to the association. Two big firms boycotted us, deliberately tried to break us, but we sold the tobacco anyway, and we have averaged up for our growers about 21 cents a pound net after deducting all the costs of running the business, and in addition one-sixth of the cost of buying these warehouses. We averaged that down there the first year. We have started our second year.

We have already sold 180,000,000 pounds of Burley tobacco, and the price net is over 30 cents a pound. Did that do anything to the manufacturer? Well, let's see. Liggett & Meyers, who bought so much from us just lately, put out their statement. They haven't increased the price of Chesterfield cigarettes during the year. They lowered the price during the year and their dividends that they show in their report netted $25 plus per share of the stock of that firm. So they lowered Burley to the public and their own profits were hardly diminished. Why, these men have seen that there were such wastes in that business, too many extra unnecessary salesmen, so many purchases of tobacco they couldn't use because they bought on this blind auction plan. And they saw that we can give them exactly what they want at prices that are fair, without impoverishing the factory stockholders.

And what does it mean to the grower? Why, a little country merchant came in from Farley, Ky., to see me at Lexington to say, "Thank you." I said, "You don't need to say, 'thank you' to me, I haven't done anything in reference to you." He said, "Yes, you have." He said for the first time in three years the

farmers are coming in to buy shoes and stockings for their wives and shoes and stockings for their children. He said, you men, Judge Bingham and Jim Stone and Barkes—he was kind enough to include me—he said, "you have absolutely put a new foundation under the rural life of Kentucky. Our growers are coming in now to buy a few things that they need." He said, "They are coming in to pay their bills in the store. We are paying off our country banks, and the country banks, they are blossoming out completely solvent. They are paying off their debts in the city and Kentucky is going ahead."

One of the bankers told me that the association meant to Kentucky 15 million dollars more on that Burley crop. That 15 million dollars in value was always there. It was simply a question as to whether it would stay in Kentucky or move to the stockholders of a group of buyers or a group of speculators, and the money is staying in Kentucky and is enriching the little towns of Kentucky and enriching the rural life of Kentucky.

The Kentucky growers are not asking for government stabilization of prices. The Kentucky growers are not asking Uncle Sam to give them all the money in the government treasury. The Kentucky growers are saying: "Why, men, we have learned to stand on our own feet. They did it in California, and we have done it in Kentucky." Those men have found themselves. Those growers in Kentucky have found out that there is an economic solution for their economic difficulties. That is the story of tobacco. That is the story of Burley dark tobacco, organized similarly. That is the story of the Kentucky organizations.

Wisconsin tobacco is organized on the same plan, and tobacco is today the most organized of all the national commodities. It is produced in 12 states, and in each of the states, except Maryland and Pennsylvania, there is an organization of growers today.

CAN BE APPLIED TO ALL FARM PRODUCTS

You say, "What has that got to do with Minnesota?" A whole lot. Because **every single thing that has been done with Burley tobacco can also be done even with wheat, with wool, with dairy products, and with potatoes**—with all the things you raise in this state.

Now, don't think that I don't know the difference between these commodities. I always know which is the perishable, which is the semi-perishable, which is the non-perishable. I study every commodity. I know as well as you that wheat is raised all over the world. I know as well as you that wheat is being harvested every day of the year in some place on the earth. I know as well as you all the hazards that the millers have. I know as well as you their system of hedging. I know as well as you the old justification for the board of trade. I know as well as you that there is a justification for the Chicago Board of Trade as long as you have individual dumping by the farmers. I know as well as you that there are six surplus producing countries which are supposed to make the world prices of wheat. And I know as well as you that you can get false news from the Argentine Board of Trade of Chicago, so that the Board of Trade itself had to prohibit—less than two years ago, had to prohibit Argentine news from coming on their own market, because it was disturbing their own speculation. I know as well as you how the news on wheat is gathered all over the world, only I see it differently. I do not see wheat as a bunch of future sales on the Chicago Board of Trade. I see wheat stacked on farms, with about five million growers around the world wondering how on earth they are going to get a living wage out of that wheat.

WHEAT CAN BE ORGANIZED

And I see the wheat as a thing which can be organized, slowly and gradually, but definitely—can be organized, for sale by the farmers, just as well as it is being organized today for sale by the Armour Grain Company, or any other big grain company in the United States.

Do not forget that there was a year when the Armour Grain Company handled 22.3 per cent. of all the grain produced in the central states of this Union; and if the Armour Grain Company can buy grain and pay managers to handle that wheat and that corn and that barley and that rye and oats for them, so can the growers hire men who will do a little merchandising of those commodities in the interests of the growers.

Now, you will say, "Well, do you think you can fix the price of wheat just as you can fix the price of Burley tobacco?" Why, of course not. I know as well as you that each commodity must be studied by itself. With wheat you do one kind of thing, with eggs you do another kind of thing. Why, our little poultry producers of central California, handling less than three per cent. of the eggs of the Union—we merchandised those eggs against Swift and against Armour, and against every commission house in the United States. And did we fail? Not on your lives. Our growers there are making more money out of eggs than any other group of growers in the United States. And we ship more than six hundred carloads of eggs a year and peddle them straight over to New York. They are 18 days old when they get there. We have a freight rate to pay on them, and we get for those eggs from two to four cents a dozen more than they get for the Long Island eggs raised right next door to New York city because we merchandise, and don't dump our eggs.

CANADA, AUSTRALIA AND THE ARGENTINE

Wheat! Why, men, we are going to organize wheat and we are not even going to stop in the United States, because Canada is not so far away from Minnesota, and the Canadian growers are hungry for real organization. You would be interested to know that the prime minister of Canada sent for one of these men from California to explain co-operative marketing there. You would be interested to know that in the Prairie Provinces today they are figuring on starting co-operative marketing on exactly the California plan. You would be interested to know that in Australia they are interested in forming a big pool which will be divided into their districts, co-ordinating with the Canadian pool when they organize it in Canada. You will be interested in knowing that even from Argentina there was an investigator in Canada and the United States to try to figure out some way in which Argentine wheat, Canadian wheat and American export wheat could be handled together and take wheat out of the speculative lines of industry.

Now, you know, I am practical. I am Jewish, which means that I am practical. Again, I always keep my feet on the ground. I don't want to mislead the growers. I never say that a thing can be accomplished in two years or three years. I always give myself the real limit of time to do it. **And I tell you that we are going to have wheat sold on a co-operative basis in the United States to the extent of at least half of the crop within the next ten years; and we will join with us Canada, Australia, Argentine and such other sections of the world as are interested in co-operative marketing.** I am no dreamer. I am a thoroughly practical person. I simply sense what the growers can and ought to do, and I have heard all these tales of the wheat men as to how we cannot do it. Well, they are doing it, and we will get some of these firms who are now handling wheat on that basis, and we will bind them over to serve us, so they will handle wheat for the growers.

Remember, that farmer money is as good as Armour money, and if the Armours can hire brains, so can the farmers hire brains. They do it all over the United States. We are not contemplating that we are going to repeat the wrong kind of co-operative, such as you have had in Minnesota. We are going to profit by the blunders that have been made here, just as we profited by the blunders made in California, and I tell you we are going to organize wheat as well as potatoes and wool and dairy products. We are going to give the growers a chance, in spite of the misleading that they are now getting, today, from the political-minded farm leaders. We are going to see that they understand co-operative marketing. Ah! But, you say to me, "How do you know this is going to work?" I don't. How do you know it is not going to work? It has not failed with any of the commodities yet, and you might as well give the growers a chance to do something for themselves when you know, in your own hearts, that your own system has failed as far as the grower is concerned.

ALL WHO TOUCH WHEAT ENRICHED

This is one thing we know. The country has been producing good wheat. The country has been selling that good wheat, and the men on the farm who have been producing that good wheat have found their standards of living going down, down, down, although everybody who touches their wheat seems to be enriched by that touch. That is wrong. There is something absolutely and vitally wrong with that system. What other system are you men offering to the growers that will touch that fundamental? Why, you are offering mostly the discouragement that the things they do won't work. I am going to suggest to you that I think it is the fair thing to you as well as to them to change that attitude. The growers need you. They need your experience. They need your guidance. They are building up your state as much as you are. They are building it on a prosperity that you are enjoying. If they continue to go down and down, your prosperity is going to lessen, because you are like California. Agriculture is our biggest industry, and unless agriculture pays, our little towns are going back and back, and our big towns follow the little towns.

Let me tell you something of the attitude of the California business men.

First, our bankers, because this does affect the bankers. You see we have learned, out there, to organize co-operatives and put our collateral in shape so it is just as good as the collateral that these dealers used to offer the bankers. That is why we now get money just as cheaply as the dealers used to get it. We get it on straight loans, we get it on bankers' acceptances, we get it at 4½, we get it at 4¾, we get it at 5 per cent. interest. Our growers' co-operatives, I should judge, are borrowing this year 120 million dollars, with a maximum interest rate of 6 per cent., and an average interest a tiny bit above 5 per cent. We have our collateral in shape. We are not a holding movement, we are a merchandising movement.

We have satisfied the big bankers all the way from San Francisco to New York. Write Giannini, president of the Bank of Italy, the biggest bank in the West, with a reserve of over 250 million dollars. Giannini lends them money. Write to John Drum, president of the Mercantile Trust Company, who used to be the president of the American Bankers' Association. His bank is doing an enormous amount of financing of the growers' co-operatives. Write to the National City Bank of New York. Ask them why they sent Walter Worth, one of their vice-presidents, out to California, not to solicit our account, not to solicit our deposits, but to urge me and some others to go down and borrow money from the National City Bank instead of borrowing it from the War Finance corporation. Write to your own New York correspondents, if you are bankers, because it is likely that your New York correspondents are today lending money to some of these co-operatives somewhere over the United States.

FARMERS IN COMMODITY CO-OPERATIVES

Because today there are 875,000 grower farmers from Maine to California in these commodity co-operatives, and they are using banking systems all over the land. The banks in California, the country banks and the city banks have stood behind the co-operatives right from the start. And the merchants—here is what they have done. The first money that was ever gotten together to help organize the prune growers was $25,000, donated by the Merchants' Association of San Jose. They called in the growers, and they said to them, "Something is wrong with you fellows, you are not making enough money because you are not spending money in San Jose, and this town is going behind. You fellows get busy. Do what the raisin people have done. You fellows organize. We will help you do it, not for your good, but for our own good, because for us to make money we have got to help you men make money and have a spending power."

Take the Fresno merchants. The first money to organize the raisin growers with their big organization in 1912 was $30,000 put up by the Bankers' and Merchants' bureau of the San Joaquin valley. The growers had no money. They were broke. But those bankers and merchants—they put their money in in order to give the growers and themselves a chance for prosperity. Why, men, you don't know what this movement has been to California. In 1912 Fresno was one of the deadest cities in the United States. We, in San Francisco, used to refer to Fresno as the dead town of California. In 1918—and that was before the Volstead Act—Fresno led the United States in prosperous small cities. Look up your Babson list and see where Fresno is, and you find today that Fresno is at the top of the small cities of that size. Why? Because Fresno today is the centre of the raisin co-operative; the centre of the peach co-operative, the centre of the great central dairy co-operative.

Look up San Jose, look up Stockton, look up Sacramento, look up Santa Rosa, Ventura and Santa Paula, and all those little towns, and you will see them up at the top. Why? Why, there are not enough factories to warrant your sneering at them, but each of them is the centre of a district that has had co-operative marketing for a period of seven years or more. Wherever we have had true co-operative marketing of the right type, it has changed the face of rural California. Why, men of Minnesota, haven't you read even the outside of statistics? Haven't you noticed that California leads the Union today in rural roads, in rural schools, in rural churches, in the salaries paid to rural school teachers, and in the salaries paid to rural ministers? Doesn't that mean something to you?

BUILT UP RURAL CIVILIZATION

Why—why, we did not lead in anything in 1918, as far as the rural districts are concerned. But co-operative marketing has given them a chance to make a system that gives them a constant spending power and these growers have built up a rural civilization that now is the best in the United States.

Why, men, is it that the University of California today has the largest enrollment of any university in the United States? It is not the best, I know that, you know that. It just happens to be the most populated. Why? Because the farmers are sending their boys and girls through college. They go through college and get their diplomas and go back to the farm because they have found that farming can be made to pay and they can have a life on that farm that is just as sweet and just as interesting as life in the city.

Now, I am talking to you men of the thing of which I am most proud as a Californian. We thought we were aiming at the dollar. We broke through the dollar mark and hit the standard of living on California farms. We put a decent economic foundation under agriculture. We showed our growers how to do something for themselves and what is the result? Money in the bank? Yes. Rural living raised? Yes. Schools and churches? Yes. Greater than that a complete union between our towns and our country districts. Our growers trust the country banker. Our growers trust the country merchant. They don't get up and say somebody has to deliver us from these bankers. They don't go up and down the cities and towns and say they are all against us and therefore let us go against the towns and cities.

California is one state in the Union where your form of political parties has never been able to get even a foothold. I attended a meeting when some organizers came to Santa Clara county and began to talk to our farmers. One of the farmers interrupted and said: "You are not acquainted with California. Down here we have solved those problems. You are not telling the truth when you say that the bankers and merchants are against the farmers, because our bankers and our merchants helped us form this association and helped us to get a larger field. There is no room here for you." And they laughed these men out of California.

GROWERS HAVE BEEN TAUGHT TO THINK

What does that mean to you? It would mean if you are thinking that if the growers are given any real kind of guidance they will solve their problems without getting mad. Remember that a man who is mad cannot think. You can't do anything constructive on anger. You have got to do that on the thought, and our growers have been taught to do that. They have been taught not by me, but by men like you. They were taught by their merchants; they were taught by their bankers; they were taught by the men, even in those very lines of industry which were going to put them out of business unless the co-operative made good. They were taught by men who had love of their state in their hearts. They were taught by men who were wise enough to see that their own self interest was inseparable from the economic progress of the farmer, and that is my real message to you. I know co-operative marketing will work. It won't work in the same degree or in the same way for all commodities, but there isn't a commodity produced on the farm which cannot be helped materially by co-operative marketing. No matter what the problem is, we can always solve it more easily if we stand together than if we stand each man suspicious and fighting against his neighbor. Co-operative marketing has made good. If you men will study it you will know it just as intensely and as thoroughly as I know it and am telling it to you. It is just simply a question of time, and it is a question of leadership.

Now, men of Minnesota and the Northwest, your growers have had enough of the wrong kind of leadership. They have had enough of the leadership that tears communities apart. They have had enough of the leadership that paralyzes real thought. They have had enough of the leadership that cheapens the progress of your great Northwest. I urge you, for your own sake, I urge you for the sake of your states, I urge you for what you owe to the citizenship of these states, I urge you for what you owe to the boys and girls who are growing up dependent on you and your guidance, I urge you to give real guidance and real leadership to the farmers of your state who need you and who, through me and these other men here, ask for that leadership. You have got the Farm school, trying to give the growers a non-commercial, conservative leadership. You have got our good friend, Mr. Wallace, trying to put the farm papers upon a conservative, constructive leadership. You have Mr. Murphy putting The Tribune upon a constructive, conservative leadership. Now, I am urging you to put yourselves in that leadership. The growers won't mistrust you if you don't sneer at them. The growers won't distrust you as they distrusted some of you bankers if you will only show an understanding of their problems. The growers will welcome you if you talk to them in their language and not in the language of the city and

not in the language of the industries that are totally opposed to them.

Co-operative marketing is not against anything. It is simply for agriculture and for higher standards in agriculture. You, the bankers; you, the merchants; you, the millers, and you, the wheat dealers, there is a place for you in co-operative marketing, and the place is for you to give the growers some intelligent, constructive leadership, so that they can solve their own problems in a sane, economic way. Men of Minnesota, I beg of you, think of what I am asking. Think over co-operative marketing. Help your growers to do this big, independent thing for themselves, and you will be doing the biggest constructive work that will ever come to you in your lives.

Essential Principles of Collective Marketing.

By Walton H. Poteet, Director of Co-operative Marketing, American Farm Bureau Federation

It requires just as much skill and judgment, just as much merchandising skill and judgment to organize a co-operative marketing association as it does to organize a bank, or an insurance company, or a factory or a department store. And let me remind you, my farmer friends, just here, about another thing.

You know what happens to a town man who comes out to the country and tries to show the hayseeds how to farm, don't you? Every now and then one of these fellows happens out in your community. He has learned how to farm in town, and he comes out into the country to show you how. Now, if he is a foolish man he tries to put his town notions into practice, and he disregards the experience of his farmer neighbors, and he usually blows up. If he is a wise man he consults the experience of his farmer neighbors and finds out how they do things—how the successful ones farm—and if he will make use of the experience of successful farmers around about him he stands a good chance to succeed.

MUST CONFORM TO RULES OF BUSINESS

Now, on the other hand, my friends, there are lots of farmers who figure out here to run a town business, and they have got it all fixed how, if they only had a co-operative association with offices in town, they would show those business men how to run business. Now, that is the same shoe just put on the other foot. When a town man goes to the country he must farm like good farmers farm, and, in like manner, when farmers organize and come to town and set up business agencies to sell their products they have got to run them like business men run them. They have got to conform to the established rules of business. Now, that is not an easy thing for a bunch of farmers to do.

In order to merchandise your products properly, you must have a type of organization fitted to your particular commodity. A type of organization that will handle wheat, won't handle potatoes; and a type and kind of organization that will handle strawberries cannot be used to handle wool. We have three grand divisions — perishables, non-perishables, and semi-perishables.

In the marketing of perishable products the major problem is grading, routing and distribution. The turnover is quick; you don't need financing and you don't need storerooms, but you do need distribution and advertising, and these other merchandising principles that I spoke of.

In marketing non-perishable products, like wheat and wool and cotton, your major problem is storage and finance, because you have got to take a year's production and put it into storage, and feed it out evenly through the period of consumption. In order to do that you must have storage, and you must have credit with which to make advances to your growers during the period of orderly marketing.

In semi-perishable products you may need and require facilities for treatment, for curing, etc., and so you need a special type of organization. For some you need local types, federated into state, and from state into national exchanges. You have got to study your crop, the area in which it is grown, the volume of its production—and all the vital questions involved—and adapt your system to the particular commodity and the particular area in which it is produced.

But there are certain fundamentals which must underlie all these organizations, and which are involved in the technique of organization. First of all you must organize by the commodity, and not by the locality. A buyer does not care where a thing is grown. It is the thing that sells. As a friend of mine said, "When they come to buy potatoes or wheat or something else, they do not buy geography, they buy potatoes." So you want to organize by the commodity, and not by the locality.

In the second place, it must be truly co-ogrative. By that I mean that all the earnings, all the savings and all the economies must go back to the producers in the form of better prices, and not be paid out in dividends on stock.

The third principle is that they must be composed of growers only. There must be no outside interests, and no man should become a member or be admitted to membership unless he produces the commodity and markets it through the association.

The fourth principle is that the association must have legal, binding contracts with its members. When business men undertake any kind of business enterprise which involves the dealings of many men they always reduce it to writing and execute a contract. When farmers go into business and set up a marketing agency they must have long-time, legally binding contracts.

CONTRACTS ESSENTIAL

First of all, you must have those contracts in order that your association may have something to sell. It cannot make contracts, it cannot deal in a business way with the purchaser of your products, if it does not know whether it is going to have one carload or a hundred carloads, or none at all. Again, you must have contracts in order to secure expert assistance. No man, competent and skilled as an expert, is going to give up a good position somewhere else to work for a co-operative association when he does not know whether it will be in business next year or not. And when you come to hire a man you do not want to employ a man out of a job. The fact that he is out of a job and is looking for work indicates that he is the man you do not want. The man you want for manager is the man who is in the best job of its kind and is satisfied with it. And, in order to get him to give you his services you have got to assure him some permanency. In the third place, you cannot finance yourselves unless you are on a sound and enduring basis.

MUST BE DEMOCRATIC CONTROL

There must be democratic control. One man, one vote. You must have internal pooling. Now, you will remember that I told you a little while ago that the purpose of co-operative marketing is orderly marketing—moving products evenly into consumption, according to demand. All right. When the price is low, whose crop are we going to sell, yours or mine? If we all sell on a high market we break it. The dealers are going to want some wool next spring. Whose wool are we going to carry over and sell next spring?

In order to have orderly marketing you must first grade your product and arrange it into pools, according to grade and quality and variety. Then market it as a whole, returning to the producers the net proceeds of all sales, less the actual cost of selling it. Under that system every man is upon the same basis of equality. The directors cannot put any charge against your crop that they do not put against their own crop, because they must have their crops in the pool also. They cannot sell your crop on a low market and their crop on a high market. They cannot do anything to raise the price of their crop without also raising the price on your crop.

And so, under a system of pooling, you are able to move products into the markets in an orderly manner, and every member gets the same price for the same amount and grade and quality of products, because each one shares in every sale out of the pool to which he makes deliveries. They may sell a portion of the pool at one price, and a portion of the pool later at another price along throughout the season; but all of the sales out of a pool go into the proceeds of that pool and are distributed according to delivery.

And don't let anybody tell you you cannot operate on a pooling plan. We sold a hundred thousand bales of cotton last year in Texas in 77 different pools, and every man received the same price for the same number of pounds of the same grade of cotton.

Another principle is to employ experts in all technical positions.

Farmers who contend for good prices for farm products must be willing to pay good prices for brains to serve them.